MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2015/2016

BMG1014- MANAGEMENT

(All Sections / Groups)

2 JUNE 2016
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS:

1. This question paper consists of **TWO (2) SECTIONS** and 7 pages (inclusive of the cover page).

2. **SECTION A** contains TWENTY FIVE (25) multiple-choice questions (worth 50 marks). **Answer ALL questions**. Please indicate your answers in the *multiple-choice answer sheet* provided.

3. **SECTION B** contains THREE (3) essay questions. **Answer ALL questions** (worth 50 marks). Write your answers in the *Answer Booklet* provided.

SECTION A (50 MARKS): Answer ALL Questions

Identify the letter of the choice that best completes the statement or answers the question. Shade your choice of answer in the *multiple-choice answer sheet* provided.

1. Managers who consider the impact of their organization on the natural environment are said to be practicing _____.
   A) green management
   B) value-based management
   C) conventional management
   D) ethics-based management

2. Celina Williams is employed with the IT department in UpTrend Finance & Services, which provides financial consultancy services to several wealthy investors. She is approached by a shady investor who offers attractive incentives for stealing some sensitive information regarding the investment patterns of one of the clients of the company. Which of the following statements best reflects Celina's thoughts if she is at the principled level of moral development?
   A) If I am convicted for this crime, I will surely be imprisoned and will probably never be employed anywhere else.
   B) My job is to protect the information that this company deals in and I should not be violating my duties.
   C) If my involvement is detected, my friends and family would be humiliated by my actions.
   D) By stealing from another person, I will be in violation of the moral standards I've come to expect of myself.

3. In the _____ approach of going green, organizations respond to the environmental preferences of customers.
   A) stakeholder
   B) market
   C) activist
   D) legal

4. Organizational plans can be classified on the basis of all of the following characteristics, except on the basis of their _____.
   A) frequency of use
   B) attainability
   C) specificity
   D) breadth

Continued ...

5. Imagine that you are the owner of a small company that sells t-shirts through an online store. You employ about 15 people. However, business has slowed down in recent months and you realize that the organization must move in a different direction if it is to survive. You have reset some of the company's overall goals and want to develop a plan to achieve those goals. You are anticipating the business environment to be volatile for the next few years. Considering the above information, it can be determined that your plan must be _____, _____, and _____.
   A) informal; unwritten; flexible
   B) strategic; specific; flexible
   C) operational; directional; rigid
   D) strategic; general; rigid

6. Shireen is planning on going away to university next year and is currently trying to figure out which universities she should apply to. She would like to major in Architecture at an accredited local private university, but is also looking for a university that offers financial aid. In terms of the decision-making process, these represent Shireen's _____.
   A) alternatives
   B) problems
   C) heuristics
   D) decision criteria

7. After identifying the decision criteria that are important or relevant to resolving a problem, the next step in the decision-making process is _____.
   A) implementing the alternative
   B) analyzing the alternatives to solving the problem
   C) allocating weights to the criteria
   D) reducing the number of criteria through the process of elimination

8. Managers are assumed to use _____ if they make logical and consistent choices to maximize value.
   A) rational decision making
   B) bounded rationality
   C) intuitive decision making
   D) evidence-based management

9. Jennifer was keen on joining Puchong University to pursue a post graduate degree in marketing. However, after three months of applying and waiting for an acceptance letter, she finally decides to join Seremban University, which was one of her backup colleges. This is an example of _____.
   A) maximizing
   B) satisficing
   C) neutralizing
   D) minimizing

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10. The process of grouping jobs together is known as _____.
    A) decentralization
    B) departmentalization
    C) formalization
    D) centralization

11. In a matrix structure, a functional manager has authority over all of the following, EXCEPT _____.
    A) making salary recommendations
    B) conducting annual reviews
    C) promoting functional members
    D) the performance of functional members on projects

12. WooHoo Software prompts representatives from its software development team as well as its sales and marketing team to review and monitor the performance of its product and service innovations. This is an example of a _____.
    A) joint venture
    B) task force
    C) community of practice
    D) cross-functional team

13. _____ is an example of a high-performance work practice.
    A) Seniority-based compensation
    B) Giving employees less control over decision making
    C) Increasing employee access to information
    D) Closed communication

14. Which of the following steps in the human resource management process identifies and selects competent employees?
    A) Compensation and benefits
    B) Training and performance management
    C) Orientation and training
    D) Human resource planning and recruitment

15. Harvinder has been promoted as the HR manager. He is now in charge of recruiting at Cosmic Systems, and is expected to enhance the diversity of the workforce. Which of the following recruiting sources should Harvinder avoid if he is to achieve the stated aim of a more diverse workforce?
    A) Professional recruiting organizations
    B) College recruiting
    C) Company Web site
    D) Employee referrals

Continued ...

16. McGregor's Theory Y assumes that employees _____.
    A) have little ambition
    B) enjoy work
    C) need to be closely controlled to work effectively
    D) want to avoid responsibility

17. Shamini is using the Job Characteristics Model (JCM) to redesign jobs for her small team of writers. After carefully analyzing their jobs, she determines that while their jobs are high in skill variety, task identity, task significance, and autonomy, they receive little feedback about their work. Which of the following steps will enable Shamini to improve this aspect of their jobs?
    A) Allowing the writers to directly conduct business with their clients
    B) Making employees responsible for executing a piece of work from start to finish
    C) Adding editing and proof-reading duties to their existing work
    D) Allowing writers to choose their topics and assignments

18. The equity theory proposes that _____.
    A) an employee compares his or her job's input–outcomes ratio with that of relevant others and then corrects any inequity
    B) employees are more likely to show initiative at work if they are more involved in decisions that affect their work
    C) offering employees part of the company's shares, or equity, motivates them to do their best because their performance directly ties in with the company's
    D) employees expect that exerting a given amount of effort will lead to a certain level of performance and will be demotivated if that does not happen

19. You are acting as manager and mentor to Marsha, an employee who has been identified as a high achiever. Going by McClelland's three-needs theory, which of the following measures would best help you motivate Marsha to do her best?
    A) setting goals that are just out of her reach
    B) giving her a managerial position that requires her to help others accomplish their goals
    C) giving her a job that holds her personally responsible for finding solutions to problems
    D) promising her a promotion and a raise if she reaches her targets

Continued ...

Questions 20 and 21 are based on the following scenario

Three employees were injured in shootings at the Premier Furniture Factory located in Cyberjaya. An employee about to lose his job opened fire to cause this debacle. Halim Hamzah, the factory manager, is looking for ways to control such incidents.

20. Which of the following is a feedforward control measure to prevent further occurrences?
A) Thorough investigation of the incident by an external agency
B) Use of quick and decisive managerial intervention during the incident
C) Employee assistance programs to help employees with behavioral problems
D) Open communication about incidences and what's being done

21. Halim investigates the incident to take measures to control its effects. By doing this he is exerting _____ control over the incident.
A) feedforward
B) parallel
C) concurrent
D) feedback

22. Two areas in which corporate governance is being reformed are the role of boards of directors and _____.
A) top level management
B) financial reporting
C) employee stock options
D) executive compensation

23. If a manager investigates how and why performance has deviated beyond the acceptable range of variation, and then corrects the source of the deviation, she is using _____.
A) immediate corrective action
B) bureaucratic control
C) concurrent control
D) basic corrective action

24. Koreq Oil Corporation (KOC) began as a relatively small oil company. As KOC has grown, the company has gained a highly trained group of managers and analysts at the corporate headquarters. This group is highly adaptive in its structure. Members of this group do not have standardized jobs, but are empowered to handle diverse job activities and problems. KOC seems to have a(n) _____ structure.
A) mechanistic
B) divisional
C) organic
D) functional

25. A(n) _____ decision is a repetitive decision that can be handled by a routine approach.
A) organic
B) nonprogrammed
C) programmed
D) nonlinear

SECTION B (50 MARKS): Answer ALL questions.
Write your answers in the *answer booklet* provided.

Question 1

As the newly appointed Chief Executive Officer of Andalusia Airlines Berhad, you have been tasked to turn around the company into profitability. You are planning to implement various changes at operational and strategic level, but you are noticing a strong resistance from people within the company.

(a) Discuss in detail any four (4) reasons why people resist changes.

(10 marks)

(b) Explain any five (5) techniques to reduce resistance to change, and include an example for each.

(15 marks)

[25 marks]

Question 2

Draw and describe in detail the Interpersonal Communication Process.

[10 marks]

Question 3

Discuss the differences between the University of Iowa studies, the Ohio State studies, and the University of Michigan Studies under the behavioural approach to leadership.

[15 marks]

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